



DEPARTMENT OF THE ARMY
UNITED STATES ARMY FINANCE COMMAND
INDIANAPOLIS, IN 46249-3000

SSFM-FC-ZA

26 May 2009

MEMORANDUM THRU Commander, U.S. Army Finance Command, 8899 East 56th Street,
Indianapolis, IN 46249-3000

FOR Commander, 181 Training Support Battalion (TSB), Fort McCoy, WI 54656

SUBJECT: 828th Financial Management Detachment (FM Det) Certification Exercise
(CERTEX)

1. Background: United States Army Finance Command (USAFINCOM) Operational Support Team (OST) conducted a CERTEX for the 828th FM Det at Fort McCoy, WI from 4-8 May 2009.
2. Purpose: To provide an evaluation environment conducive to testing financial management principles in order to provide unit leadership the ability to assess and plan in accordance with their upcoming mission. The Financial Management Combined Arms Training Strategies were used to evaluate the 828th FM Det. The unit was evaluated in the following key FM Det critical tasks:

Task
Perform Disbursing Operations (14-2-8002)
Conduct transactions with Agent Officers (14-2-8005)
Conduct Commercial Vendor Operations (14-2-8003)
Conduct Military Pay Operations

3. Tasks Evaluated.

- a. Perform Disbursing Operations (14-2-8002)/ Conduct Transaction with Agent Officers (14-2-8005).

(1) The following subtasks were evaluated:

- (a) Determine Cash Holding Requirements (805A-44A-6110)
- (b) Obtain Funds for Disbursing Purposes (805A-44A-6112)
- (c) Employ the Deployable Disbursing System (805A-DOP-8109)

- (d) Record Data from Expenditure Accounting Documents (805A-44C-1005)
 - (e) Record Data from Miscellaneous Accounting Documents (805A-44C-1007)
 - (f) Enter Cashier Transactions (805A-44C-1454)
 - (g) Safeguard Public Funds (805A-44A-7116)
 - (h) Process a Loss of Funds (805A-44C-4103)
 - (i) Perform Financial Management Detachment Operations (805A-44C-4902)
 - (j) Conduct Paying Agent Operations (805A-44C-7116)
 - (k) Prepare the Daily Statement Accountability (805A-DOP-8104)
 - (l) Prepare a Statement of Agent Officer's Account (DD Form 1081) (805A-DOP-8102)
- (2) Observer Controllers: SFC James Kelley, SFC Clark Stonewall, SFC Jerre Quinn, SSG(P) Israel Reyes
- (3) Training: 2LT Donald Warren and SSG Levi Zellers both served as Disbursing Agents while SFC Herman Luciano (DA) served as the disbursing NCOIC for the duration of the CERTEX. These key positions were filled with qualified and experienced Soldiers as the Disbursing cell performed to standard during the entire exercise.
- (a) The following tasks were conducted at the onset of the CERTEX: established the disbursing office layout for the two DA's and cashiers; conducted a transfer of accountability; conducted a vault-to-vault transfer at the DA level; cleared the daily business (remote file transfers) DA level; advanced cashiers funds via DD form 1081; closed disbursing operations at the DA (DD Form 2665) level; safeguarding of public funds. The Disbursing team was able to complete the transfer of accountability; however, documents (i.e. cashier/DA appointment orders) had to be prepared that should have been completed prior to day one. The cashiers were funded and briefed on day one on their duties and responsibilities. All funds were properly accounted for and safeguarded as a result of proper oversight and guidance from their disbursing chain of command. At the inception of the exercise, the OST observer controllers (OC's) team discovered several minor errors in some of the documentation such as missing signatures and some documents were not prepared correctly. Examples include: ECC cards not being properly secured; improper cashier input of ECC transactions resulting in difficulty balancing at the close of business; and FMST team sent out with incorrect LOA information on the DD 1131 and DD 1351-6. The OST OC's addressed the problem with the disbursing leadership and the section continually improved throughout the duration of the exercise.
- (b) The disbursing section continually improved on days two through four. Tasks that were conducted were: cleared the daily business of an agent (cashier and paying agent) (DA),

conducted an agent advance (cashier and paying agent) (DA); processed a minor loss of funds (LOF); processed Eagle Cash Card (ECC) requests; closed disbursing operations at the DA (DD Form 2665) level. As disbursing NCOIC, SFC Luciano did a great job ensuring proper cash handling procedures were followed as well as providing guidance and leadership to all cashiers. Additionally, both DA's greatly improved as the exercise progressed. On day 3, 2LT Warren conducted and successfully briefed and funded/cleared 5 paying agents. Although he did a good job with the paying agent brief, the agent's documents, and the advance of funds, he can continue to use practice in order to improve. Additionally, the Disbursing cell was successfully able to open the daily business and conduct normal daily disbursing operations throughout the exercise.

(c) On days 4-5 the Disbursing cell processed all accountability reports and forms correctly and in a timely manner at the beginning and end of the days business. Cashiers and DA's alike seemed more comfortable handling documents and processing cash, ECC/SVC, checks, and exchange/collection transactions. All cashiers successfully balanced and closed out their days business with little guidance from the OST OC's.

(d) Overall, the 828th disbursing cell satisfactorily completed their tasks to standard. Continual guidance and repetition will be critical in order for them to successfully complete their mission in theater. Attention to detail and organization within the section must continue to improve as the 828th undertakes their mission.

(4) Other observations include:

(a) Communication up and down the disbursing chain of command must continue to improve.

(b) The Disbursing cell continuously improved during the exercise; however, disbursing is a perishable skill and the unit must continue to receive necessary training prior to executing mission in theater.

(c) Both DA's performed well during the exercise and picked up very quickly on lessons learned throughout the exercise. Both are eager to undertake their mission and with continual guidance should perform well in theater.

(d) SOPs and regulations were readily available and referred to throughout the duration of the exercise.

(e) Concerns: The technical inexperience of the disbursing team is a primary concern. The section must continue to train and familiarize one another with disbursing policies and regulations. Additionally the section must cross train one another in order to ensure continuity within the section if a Soldier(s) has to be replaced for various reasons.

b. Conduct Commercial Vendor Operations (14-2-8003)

(1) The following subtasks were evaluated:

- (a) Maintain a Bills Register Card (BRC) (805A-44C-1010)
- (b) Verify Accounts Payable Vouchers (805A-44C-3018)
- (c) Prepare Routine Vouchers for Payment (805A-APA-8205)
- (d) Input Accounts Payable Vouchers into the Computerized Accounts Payable System (CAPS) (805A-APA-8214)

(2) Observer Controller: SSG(P) Israel Reyes

(3) Training: The 828th FM Det currently does not have a CVS mission in theater. Therefore the CVS section was evaluated during the first two days of the CERTEX on the key CVS tasks mentioned above. During the exercise, SSG Stephen Dillworth served as NCOIC of the Commercial Vendor Services (CVS) section.

(a) Throughout the evaluation the CVS section successfully completed most tasks submitted with little to no assistance from the OST OC's. The following tasks were conducted; established the CVS office layout; added user IDs and passwords for CAPS-C; received DA 200 with contracts, receiving reports, and invoices; date stamped all incoming documents; created a manual Bills Register Cards (DA 3900); processed all documents into CAPS-C; computed payments; prepared vouchers (SF 1034-E) for payments; printed SF 1034-E plus required documents to make payments; ran end of day reports (Daily Reports). SSG Dillworth did an outstanding job establishing the office layout for the CVS section. Document controls were initiated from the onset of the exercise and continued throughout the duration of the CERTEX. The office setup was outstanding and included SOPs, regulations, proper filing procedures of all contracts, invoices, receiving reports, and excellent communication within the team. All contracts received were processed, audited, computed, and prepared for payments with very little assistance. The CVS section processed all documents and vouchers correctly and in a timely manner for the next day's business.

(b) Overall the 828 CVS section did an outstanding job in establishing a CVS section and setting all control measures necessary to control and safeguard all documents within the section. If necessary, SSG Dillworth and his team could establish/fall into a CVS office and perform the task to standard.

(4) Other observations include:

- (a) SOPs, regulations, policies, and hand-outs from the training were available and constantly referenced throughout the exercise.
- (b) Teamwork and communication was excellent among the section.
- (c) Outstanding flow of documents.

(d) Concerns: Although the 828th FM Det currently does not have a CVS mission in theater, the section should cross train other Soldiers in the section due unexpected mission changes.

c. Conduct Military Pay Operations

(1) The following tasks were evaluated:

- (a) Verify Military Pay Input (805A-44C-3405)
- (b) Research Finance Actions (805A-44C-1002)
- (c) Interpret a Reserve Component Military Pay Account (805A-FSC-8106)
- (d) Interpret an Active Component Military Pay Account (805A-FSC-8105)
- (e) Determine Entitlement to pay and Allowances (805A-FSC-8103)

(2) Observer Controllers: SFC John Rosado

(3) Training: The military pay section conducted the following tasks throughout the exercise: establish military pay site setup; established DJMS and DMO access to systems in the finance office, verified all supporting documentation for completeness, researched finance transactions on DJMS and DoDFMR Volume 7A, coded/uploaded military pay cycles in DMO, conducted military pay in/out briefs, conducted theater entitlements brief, and interpreted AC/RC MMPA accounts.

(a) On day 1, the section established site setup and began putting control measures in place in order to allow for a smoother flow of documents between the customer service section and the other sub sections within the Mil Pay office. Initially, the section did not have DMO access but through the use of their IMO's were able to gain access for all Soldiers in the section. The section led by SSG Jose Lopez initially struggled and were given guidance from the OST OC's and implemented all recommendations. Some key issues noted were; cycles not being properly audited, control documents were unorganized and poor communication throughout the section. The section continually improved on days 2-3. They implemented control measures to ensure auditing was being conducted, NCO's (especially SSG Lopez) were instrumental in mentoring and guiding Soldiers within the section, briefings and communication within the section also improved significantly throughout days 2-3.

(b) On days 4-5, the section was operating with little to no assistance from the OST OC's. The section did an excellent job answering pay inquiries, coding AC/RC documents, and the document and customer flow was outstanding. The section must continue to practice and train on inquiries that relate to BAH, FSA, and overseas entitlements like OHA and COLA. Additionally, Soldiers need more practice and training with AC accounts and understanding the MMPA.

(c) Overall, the military pay section should perform well in theater. The section improved significantly throughout the duration of the exercise. Section NCO's have shown a genuine concern for their Soldiers and their mission and will perform well if given the proper channels and tools to do so.

(4) Other Observations include:

(a) SSG Lopez continually spent time individually training Soldiers within his section.

(b) Entitlement and In/Out processing briefs were well prepared and organized.

(c) Communication within the section improved significantly from day to day.

(d) Customer service section was very organized.

(e) Concerns: The military pay section must continue to train on interpreting the MMPA and military pay entitlements as well as researching military pay policies. SSG Lopez undoubtedly knows military pay but must continue to impart his knowledge with other Soldiers and NCO's within the section in case of his absence.

4. Overall Assessment:

a. Observations: The 828th FM Det is currently fully staffed and performed to standard throughout the Certification Exercise conducted from 4-8 May 2009. The unit has good leadership in key areas throughout the Detachment. CPT Hempstead and SFC Colbert continually demonstrated a high proficiency in leading their Detachment throughout the CERTEX. They both possess a wealth of experience and knowledge and are fully capable to lead their Detachment in a contingency finance operation. Prior to conducting their CERTEX, the unit leadership developed a detailed mission analysis and briefed that to USAFINCOM leadership prior to execution of their CERTEX. The overall assessment is that the unit and its leadership has a good understanding of their upcoming mission. Constant communication with the 208th and D 101st was clearly evident in the units overall performance during the CERTEX. Overall the unit possesses the skills and knowledge necessary to complete their mission in theater. The 828th FM Det benefited tremendously from the technical training exercise by allowing unit leadership to evaluate and assess the performance of Soldiers within its element. Additionally, it allowed the leadership to determine key areas needed for improvement and how to best move forward. After the training exercise, we determined the 828th FM Det rating to be a "practice" P.

b. Recommendations: HAVE A PLAN! Continue to keep abreast of the current mission in theater. With many changes upcoming over the next few months, unit leadership and NCOs must be flexible and adapt well to the changing environment. Continue cross training Soldiers within the Detachment in order to facilitate changes when necessary. Finally, stay in constant communication with the 208th unit leadership throughout the RIPTOA process in order to ensure a smooth transition between your unit and the outgoing unit. The 208th FMCO Internal Control team should monitor closely the RIP/TOA to ensure success. The OST will visit the AOR

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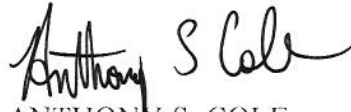
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approximately one accounting period following the change to gain lesson learned and provide better training for all future training mission.

5. POC for this memorandum is 1LT Michael Hernandez at DSN 699-8615 or Michael.t.hernandez1@us.army.mil

4 Encls

1. Disbursing
2. Agent Operations
3. CVS Operations
4. Military Pay Operations



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